



2019-2023

# Town of Hay River Strategic Plan

## 1 Introduction from the Mayor

Every three years, a new Hay River Town Council is elected. This last occurred in October 2018. Early in this council's term, we wanted to agree on our definition of 'success' for Hay River. Your council met with town management and representatives of staff and the town's union to work on defining this success by creating a strategic plan for Hay River.

This is a high-level governance plan for Hay River that provides direction for the next four years. It provides long-term direction for governance, the economy, our culture and social expression and our role in environmental stewardship. The strategic plan reflects the priorities of this council and will help ensure that future councils have the resources they need to set their own priorities and vision.

Hay River Town Council developed a vision, mission, and set of values for itself, as well as a series of goals and strategies to help us attain our vision of success. Council also identified a number of long-term and short-term priorities and developed a smaller set of five high priority strategies that will guide our work in the short term.

As we look to the rest of our council term and beyond, it is important that this document be reviewed and updated to ensure that the current priorities and interests of council continue to be reflected in the work of the town, and to ensure that administration and council are working towards a shared idea of success.

We believe this plan will help Hay River achieve our desired common future.

Sincerely;

Mayor Kandis Jameson and Town Council



## 2 Introduction and Executive Summary

### 2.1 Background

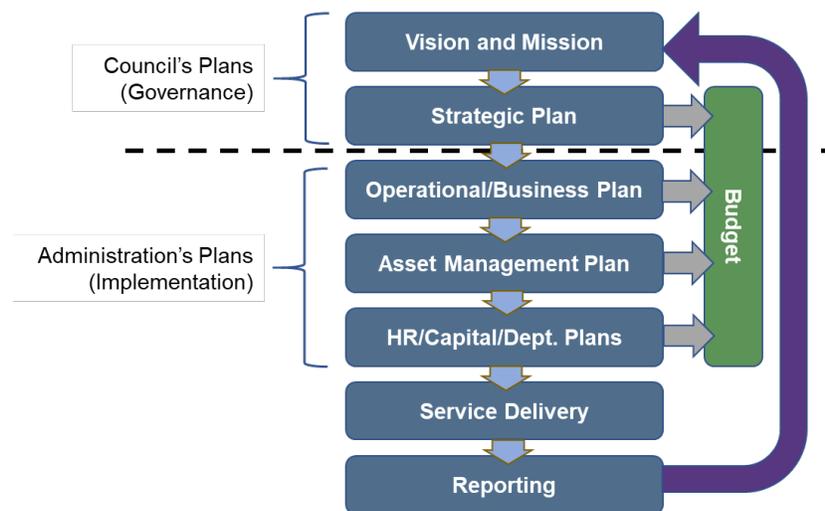
Hay River Town Council, senior administration and representatives from the town's staff and union met in February 2019 to develop a Strategic Plan for 2019-2023. This plan comprises the expressed desires of town council and provides businesses, community groups, our governmental partners and other stakeholders with an indication of the town's plans. Council identified a series of goals and strategies to work towards a common future for the town and in support of the region. These goals are outlined throughout the plan.

### 2.2 Integrated Planning

Town council's governance role includes the mandate to provide strategic direction for the town. This high-level plan comprises that direction. It builds on previous strategic and governance plans to help the town's administration build its own operational plans.

The following figure depicts the relationship between the town council's strategic vision for the town, and administration's operations. The dashed line differentiates the role between council and administration: council is responsible for determining the vision and direction of the town, while administration is responsible for implementing that direction.

#### ***Governance and Management Plans***



## 2.3 Vision, Mission and Values

Hay River is looking towards the future of the town and its region. When doing so, it is important that council members agree on what the final destination looks like. With this in mind, council first decides on the town's ideal long-term future (vision) and the general direction it will take to achieve that future (mission).

When reviewing the existing versions of the vision and mission, council made some alterations to ensure that they reflect the town's desired future.

### 2.3.1 Vision Statement

***Hay River is a culturally diverse, regional hub that celebrates its history, natural setting, social and recreational well-being, and its opportunities for business.***

The town's vision provides a long-term picture of where or what it wishes to be or become. The vision also indicates what makes the town unique from other similar entities.

### 2.3.2 Mission Statement

***Volunteers power us, business drives us, and our environment inspires us.***

The town's mission answers a question about what business the town is in. It lets readers know what Hay River does and who benefits from the work of the town.

### 2.3.3 Values

The values expressed here are the guiding principles that help determine how the town will operate, both in public and privately.

As a town, we value:

- Accessibility** ..... We value the needs of a diverse and dynamic community. We will ensure all citizens have appropriate access to public information, facilities, and services of the town.
- Creativity** ..... We get better by trying new things. We encourage this attribute in ourselves and those with whom we interact.
- Growth** ..... We see growth as important for Hay River. Growth is not only physical, but cultural and social as well. Prudent growth indicates maturity for the town.
- Integrity** ..... We believe in doing what we say we will do. Our actions will align with what is best for Hay River in achieving our vision.
- Partnerships** ..... When we work together, we are greater than the sum of our parts. We know that there is expertise in the town and beyond and we will use that expertise to benefit the town.
- Sustainability** ..... We must be sustainable in all we do. We need to leave future generations the opportunities to make their own choices by making thoughtful choices today.

## 2.4 Hay River's 2019 High Priority Strategies

Within the full list of strategies that appear in Section 4 of the strategic plan, Council has created a subset of twelve 'high' ranked strategies. The items on this list reflect the priorities that council saw as both important and timely.

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a)	Create a succession plan for town administration.
Governance	4.1.1 b)	Actively recruit staff who thrive in Hay River's environment.
Governance	4.1.2 a)	Broadcast town council meetings.
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Economy	4.2.1 a)	Explore least-cost land development strategies.
Economy	4.2.1 b)	Complete a power franchise agreement with NWT Power Corporation.
Economy	4.2.2 a)	Support economic development and diversification in the town and region.
Social & Culture	4.3.1 a)	Promote the gathering spaces in Hay River.
Environment	4.4.1 a)	Replace aging underground infrastructure as necessary.
Environment	4.4.1 b)	Develop a comprehensive asset management plan.
Environment	4.4.2 a)	Work with stakeholders to find innovative solutions to meet the need for land within the town.
Environment	4.4.3 a)	Manage our solid waste in a conscientious and economically feasible manner.

Many other strategies are identified as having a 'moderate' priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and other priorities emerge.

